



**Fiscal Year**  
**2016**  
**ANNUAL REPORT**

**MARICOPA COUNTY HUMAN SERVICES DEPARTMENT**

## Director's Message



I am extremely pleased to present the Fiscal Year 2016 Maricopa County Human Services Department (HSD) Annual Report. This report summarizes the Department's overall direction, programs and services, resources, and achievements during the past year.

Providing human services in a County as large and diverse as Maricopa presents many challenges and FY16 was no exception. Still recovering from the Great Recession, too many families, children, and individuals face significant barriers to become self-supporting and reach their full potential. Resources are scarce; laws, program requirements, and expectations are ever changing. Yet, HSD continued to make a measurable difference addressing complex issues, such as poverty, school readiness, homelessness, unemployment, and aging. HSD has made tremendous progress in preparing children for success in school; responding to family crises and preventing homelessness; assisting and connecting job seekers to employment; and helping adults with disabilities and seniors to safely remain in their own homes with dignity.

In FY16, HSD developed and implemented new strategies, expanded innovative pilot programs, continued to improve efficiency and effectiveness, and expanded dynamic partnerships to maximize our impacts. The achievements of 2016 are the result of a talented and committed Executive Team, dedicated and highly engaged HSD employees, and successful collaborations and networks of devoted community and public partners. The past year's accomplishments provide a strong foundation on which we will continue to provide leadership, at all levels, to ensure the most efficient and effective programs and services possible and improve access to comprehensive and coordinated services that the residents of Maricopa County need and deserve.

We thank you for your engagement and commitment to our Community.

*Bruce*

Bruce Liggett, Director  
Maricopa County Human Services Department



# Our Mission, Vision, & Values

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## *Mission*

To provide and coordinate essential support and social services to vulnerable populations to enhance economic, educational, and social opportunities and strengthen communities

## *Vision*

All Maricopa County residents will have equal access to opportunities to improve their lives

## *Values*

**Respect.** Our interactions with clients, community partners, and colleagues are based on the foundation of treating all with respect and dignity, ensuring fairness, and maintaining the highest standards of integrity.

**Commitment.** We focus on the current and emerging needs of our clients through having an engaged staff who are dedicated to their work and making a difference in the lives of our clients.

**Accountable.** We hold ourselves responsible for our conduct, for the efficient and effective use of resources, and promote transparency and quality in all services we deliver.

**Collaborations.** We encourage quality, cooperative partnerships that engage stakeholders and one another to achieve common goals and support a well-functioning human services system.

**Continuous Improvement.** We incorporate innovative best practices and use data to rigorously strive to improve our programs and services based on outcomes.



# About the Human Services Department

## FY 2016 Goals

Improve the Efficiency  
and Effectiveness of  
Service Delivery

Management Structures  
to Support Accountability,  
Excellence, and Growth

Increase  
Employee Engagement

Create Greater  
Awareness and Ensure  
Community Involvement

Establish and Expand  
Links to Department and  
County Programs

Maricopa County is the 4th most populous county in the nation with over 4.3 million people, residing in 24 cities, towns, and unincorporated areas covering 9,224 square miles. The Maricopa County Board of Supervisors (BOS) is the governing body for the County; and appoints the County Manager who oversees County functions and is responsible for the operations of over 40 County departments, including the Maricopa County Human Services Department.

The Maricopa County Human Services Department (HSD) provides a wide array of services in Maricopa County for vulnerable populations and persons with barriers, including low-income families, persons seeking employment opportunities, and communities in need. Five program divisions are responsible for coordinating and delivering services for the most vulnerable in the County.

HSD's Office of the Director provides leadership, vision, and policy direction to these program divisions and the HSD as a whole.

The Administration, Policy, and Planning Division supports the program Divisions through services provided by its five units. The Finance Unit provides financial and compliance functions, including budget development and oversight; accounting; payroll; and financial compliance. The Human Resources Unit supports the Department's employees, addressing recruitment, onboarding, classification, and compliance. The Contracts Unit develops and maintains HSD's contracts as well as coordinates procurement. The IT Unit supports technology users through the maintenance of computer hardware and business applications. The Policy & Planning Unit develops and provides oversight of HSD's strategic policy analysis and strategic planning.

The targeted geographic coverage of HSD's major programs is based on specific State, Federal, or contracted service area assignments. HSD provides leadership countywide and fosters major system regional collaborations and partnerships to improve access to coordinated and comprehensive human services. Partnerships are key to the work the Department does; in FY 2016, HSD had formal partnerships with 116 organizations, many of which represented collaborations on multiple programs and projects.

As a mission-driven organization, the Human Services Department developed five goals for FY 2016 to support and enhance the services the Department delivers to the community.

To create greater awareness, ensure community involvement, and create linkages between programs, the Department established key cross-cutting Initiatives focused on Smart Justice, regionalism, and homelessness. In addition, HSD has formal advisory boards (Head Start Policy Council, Workforce Development Board, Community Development Advisory Council, HOME





# About the Human Services Department

Consortium, Community Services Commission) and convenes partners to address critical human services issues.

Employee engagement was measured in FY 2016; the results showed that nearly 90% of HSD staff were engaged or highly engaged. To further increase employee engagement, Divisions utilized such methods as discussion groups, team-building exercises, and professional development.

The success in achieving these goals and all of the Division's accomplishments build a foundation in which the Maricopa County Human Services Department can achieve the vision for all Maricopa County residents to have equal access to opportunities to improve their lives.

Over 70,000 Persons Benefited

**337** department employees provided support and services at **41** locations

**5** Advisory boards for citizen involvement to guide decisions that impact the community and service delivery

Formal partnerships with **116** organizations, including **41** community and faith-based agencies, **17** local cities and towns, and **12** school districts

**120** contracts, agreements, and amendments processed in fiscal year 2016

**\$27** million in contracted services with local cities and towns, community organizations, and other service providers

**94%** of HSD staff feel that the mission and purpose of HSD is personally meaningful

## FY16 Financials



### Expenditures

Personnel.....	\$20,048,136
Contracted.....	\$27,373,191
Direct Materials & Services.....	\$11,460,586
Internal Services.....	\$2,369,616
<b>TOTAL.....</b>	<b>\$61,251,529</b>



### Revenues

Federal (Direct).....	\$31,617,705
State & Federal Pass-Thru.....	\$23,871,048
Non Profit/Other.....	\$3,407,406
County General Fund.....	\$2,355,370
<b>TOTAL.....</b>	<b>\$61,251,529</b>



### Division Expenditures

Office of the Director.....	\$319,984
Administration, Policy, & Planning.....	\$3,070,428
Community Services.....	\$5,164,682
Early Education.....	\$25,665,100
Housing & Community Development.....	\$11,876,532
Senior & Adult Services.....	\$2,438,299
Workforce Development.....	\$12,716,504
<b>TOTAL.....</b>	<b>\$61,251,529</b>

# Community Services Division



The Community Services Division aligns services to create systems of support to avert crisis and manage the impact of poverty. This is achieved through the Emergency Assistance Services program and the Family Self Sufficiency program.

The Emergency Assistance program provides emergency assistance with utility payments and/or deposits, rent or mortgage payment assistance to prevent eviction, emergency food and clothing as well as case management services.

As the Community Action Agency for Maricopa County, Community Services partners with local cities, towns, and non-profit agencies to provide basic needs support and crisis case management services to low-income individuals and families to remove barriers to success and economic security.

The Family Self Sufficiency program assists individuals in Maricopa County public housing and/or in the Housing Choice Voucher program to gain economic independence. Through case management services participant's strengths and barriers to self-sufficiency are identified and realistic goals in education, job training, employment, and housing are established, so participants are able to reach their self-supporting goal.

31% of those  
receiving  
assistance are  
single parent  
homes



## Nearly 6,700 Households Served

**6,241** households received utility assistance with an average payment made of **\$461** per household

Provided emergency assistance services to **1,865** clients who were **60** years or older

**452** households received eviction prevention assistance with an average payment per household of **\$1,067**

**22** Family Self Sufficiency program participants have saved approximately a total of **\$76,758** in Escrow Savings Accounts, or about **\$3,489** per family

Family Self-Sufficiency program participants with an Individual Development Account (IDA) averaged an account balance of **\$1,371**

Assisted **74** clients who were affected by homelessness

## FY16 Accomplishments

- Increased Family Self Sufficiency program from 24 clients to 60 clients
- Expanded the service delivery system to ensure accessibility to emergency assistance services for 7 cities in northwest Maricopa County
- Implemented equitable service delivery change model to coordinate services across geographic boundaries



## Early Education Division

The Early Education Division measurably impacts the development of children, parents, and the community to achieve school readiness and family stability for populations with the greatest needs. This is achieved through the provision of federally funded Head Start (HS), Early Head Start (EHS), and Child Care Partnership programs which provide early care and education to children prenatal to age five from low-income families, in foster care, whose family is experiencing homelessness, or with disabilities.

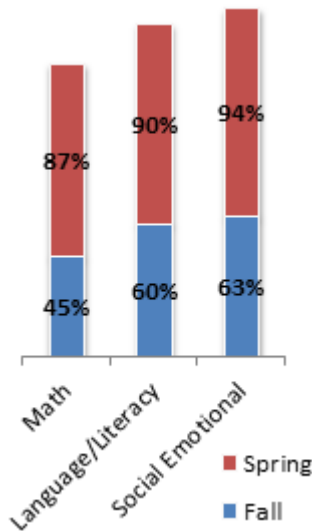
The HS and EHS programs offer parents a sense of belonging, other support services, and a chance to be involved in education activities to help their whole family, on subjects such as child development, parenting, job training, health and nutrition, and using resources in the community. Children who participate in the HS or EHS program access a variety of educational activities as well receive support for medical and dental care, have healthy meals and snacks, and enjoy playing indoors and outdoors in safe environments. Services are offered in either home-based or center-based classroom settings, which are also designed to meet the special needs of children with disabilities.

Through partnerships with private child care agencies, HS standards are expanded across the County to increase the high quality learning opportunities in the community. These partnerships support working families by providing a full-day, full-year program so that low-income children have the healthy and enriching early experiences they need to realize their full potential.

### FY16 Accomplishments

- National Association of Counties Award Winner for “Early Head Start Child Care Partnerships”
- 6 preschool classrooms piloted Academic Parent-Teacher Teams, rather than traditional parent-teacher conferences, resulting in higher parent meeting attendance, increased father involvement, and improved child outcomes

Enrolled 4 year olds  
Who Met or Exceeded  
School Readiness Goals



Over 3,400 Children Received  
Early Childhood Education Services

In FY 2016 this Division served **228** children under one year old; **230** one year olds; **334** two year olds; **1,055** three year olds; and **1,566** four year olds

**1,524** families participated in family engagement activity opportunities

**10** children receiving special education services were remediated in a HS or EHS classroom; saving school districts **\$93,690** annually

**2,560** children received preventative dental care, which resulted in an additional **386** dental treatments

**15** parents completed the two-generational training, Abriendo Puertas/Opening Doors, to promote family well-being and positive education outcomes for children



# Housing and Community Development Division



The Housing and Community Development Division partners with community and governmental organizations to expand affordable housing, support shelter and rapid re-housing for homeless adults and families, weatherize homes, revitalize neighborhoods, and improve community infrastructure, facilities, and services. Funded through a wide array of county, state, federal, and non-profit agencies, these services focus on improving the lives of low to moderate income individuals and households and their communities they reside.

Through the Weatherization and Maricopa County Home Improvement Programs (MCHIP), the Division directly provides home and energy efficiency services to eligible homeowners in the County. The program relies on an innovative centralized inquiry system which assists with efficient response time and funding leveraged from a number of sources. Services offered include:

- Major/Minor home repairs
- Emergency home repairs
- Weatherization and energy efficiency services
- Repair or replacement of utility-related appliances

\$3 million invested  
in affordable  
housing 

## FY16 Accomplishments

- National Association of Counties Award Winner for “Help Homeless Get Off the Streets and Into Housing: A Funders Collaborative Initiative”
- \$1.4 million invested in programs benefitting Veterans with service-connected disabilities; Home accessibility modifications were completed to allow these veterans to remain in their homes in a safe and comfortable environment

Over 11,500 Homeless Adults  
Received Shelter

**8,070** served through Community Development Block Grant program, providing such services as shelter to the homeless and infrastructure improvements in communities

**641** children affected by homelessness received shelter

**187** homeless adults were placed in permanent housing and achieved self-sufficiency through temporary support

**100** low-income families who received weatherization services saved a combined amount of nearly **\$30,000** on home utility bills, and projected to save a combined **\$300,000** over the next decade

Nearly **82%** of household units weatherized included persons with disabilities

**675** families sought assistance for MCHIP



# Senior and Adult Services Division



The Senior and Adult Services Division (SASD) provides quality case management services coordinating home and community based resources and services for individuals age 60 and older and adults age 18 – 59 with physical disabilities receiving SSI/Disability payments. Service priority is given to individuals with the greatest economic and social needs. Case management is predicated on helping those community members who are aging or those with disabilities maintain a quality of life in the home and community-based setting.

Through a contract with the Area Agency on Aging, the Senior Adult Independent Living (SAIL) program receives referrals from those seeking assistance in the community. The SAIL case managers provide person-centered planning to assist each individual based on their needs. The goal of this program is to ensure individuals served are able to continue living independently in their homes in a safe and healthy environment for as long as possible. This is achieved through case management and linking those served to additional services such as home delivered meals, home nursing, and other community resources.



## FY16 Accomplishments

- Through the SAIL program, 98% of clients are assisted in safely remaining in their homes, diverting costly nursing home placements for an average of 4 years
- Nearly 32,000 hours of case management services were provided to clients, either in-person or by phone
- National Association of Counties Award Winner for “GIS Improvements”

Over 6,500 Individuals Served

Case Managers provided more than **9,500** scheduled in-home assessments on an annual basis

Case Managers received a total of **4,246** new referrals in FY 2016

**Seventy-three percent** of the population served lives alone

**Forty percent** of clients served are age **80** or older, including **30** individuals **100** years or older

Case Management coordinated over **\$11 million** of services for clients

Over **75,000** hours of personal care and nursing services were coordinated annually at an estimated cost of **\$2.2 million**

Connected **26%** of clients with housekeeping services

# Workforce Development Division



Workforce Development Division (WDD) consists of a wide range of activities designed to assist individuals, many with significant barriers to employment, in obtaining the knowledge and skills necessary for self-supporting employment. WDD also assists businesses to remain competitive by linking qualified employees to job openings. This is accomplished through ARIZONA@WORK Maricopa County. Through the support of federal funding, services are provided at no charge and include:

- The Adult program provides workforce services to increase the attainment of recognized post-secondary credentials, employment, and earnings for adults age 18 and older.
- The Dislocated Worker program provides services to those who have been terminated or laid off, generally due to employer downsizing or plant closures.
- The Rapid Response program is the cooperative effort of County staff & other partner programs, to provide assistance and services to workers affected by layoffs, plant closures, or natural disasters resulting in a mass job dislocation.
- The Youth program provides a comprehensive array of services to disconnected youth. The goal is for these youth to obtain a job in a career pathway, enroll in post-secondary education, or register in an apprenticeship prior to the end of their participation in the program.

3 out of 4 people employed



## FY16 Accomplishments

- Winner of 5 National Association of Counties Awards, including for the “Wickenburg Workforce Partnership” and “Smart Justice Workforce Development Re-Entry”
- Completed a Joint Regional Workforce Development Planning Initiative with the City of Phoenix to improve workforce development services throughout the region

Over 19,500 Program Participants

Over **100,000** individual workforce services provided, including resume assistance, job fairs, career workshops, computer lab services, case management, and job training

**33%** of participants received job training to increase skills and improve career readiness

Average hourly wage earned after receiving services was **\$17.98**

Provided services to **1,429** justice-involved clients

Enrolled **273** in-school and **205** out-of-school youth to provide intensive case management and workforce preparation services

Partnered with Starbucks and other organizations for the **100K** Opportunities for Youth Initiative

Worked with **796** employers, including Banner Health, State Farm, & JP Morgan Chase

## Partnerships

*HSD is committed to developing and maintaining a strong human services system that is responsive, efficient, effective, and accountable. To achieve this system, HSD cannot do it alone; it can only be achieved through robust partnerships.*

### Community & Faith-Based Organizations

A New Leaf  
Area Agency on Aging  
Arizona Call-A-Teen- ACYR  
Arizona Community Action Assoc.  
Arizona Women's Education & Employment, Inc.  
ARM of Save the Family  
Banner Health Olive Branch Senior Center  
Boys & Girls Club  
Bridging-AZ Furniture Bank, Inc.  
Catholic Charities Community Svcs  
Central Arizona Shelter Services  
Chandler Christian Community Center  
Chicanos por la Causa  
Circle the City  
Community Asset Resource Enterprise (CARE) Partnership  
Community Bridges, Inc.  
Community Information & Referral Corporation for Supportive Housing  
East Valley-RSVP  
First Presbyterian Church  
First United Methodist Church Of Mesa  
Foundation for Senior Living  
Gabriel's Angels  
Goodwill Industries of Central AZ  
House of Refuge  
Human Services Campus  
Lodestar Day Resource Center  
Markel Foundation  
Maximus Human Services, Inc.  
New Life Center  
Portable, Practical, Educational Preparation, Inc. (PPEP)  
ResCare Arbor Education and Training LLC  
Respite Shelter for Homeless Men  
Society of St. Vincent De Paul  
Son Rise Faith Community Center  
Teach for America  
Tempe Community Action Agency  
Trellis  
UMOM New Day Centers  
Valley of the Sun United Way  
Valor on Eighth

Vitalyst Health Foundation  
Worthy Institute

### Healthcare Services & Providers

Camelback Family and Cosmetic Care for Kids Arizona, LLC  
Chandler Regional Medical Center  
Dignity Health  
Fiesta Kids Dental, LLC  
KEOGH  
Mercy Maricopa Integrated Care

### Local Governments & Agencies

City of Avondale  
City of Buckeye  
City of Chandler  
City of El Mirage  
City of Glendale  
City of Goodyear  
City of Peoria  
City of Phoenix  
City of Scottsdale  
City of Surprise  
City of Tempe  
City of Tolleson  
Gila River Indian Community  
Housing Authority of Maricopa County  
Maricopa Association of Governments  
Maricopa County Library District  
Maricopa County Adult Probation Department  
Maricopa County Department of Public Health  
Maricopa County Sheriff's Office  
Regional Public Transportation Authority  
Salt River Pima-Maricopa Indian Community  
Town of Gila Bend  
Town of Gilbert  
Town of Guadalupe  
Town of Wickenburg  
Town of Youngtown  
Wittman Fire Department

### School Districts/Educational & Training Institutions

A Shining Star Preschool  
A.T. Still University

Arizona State University  
Bright Future Stars  
Chandler Unified School District  
Garden City Child Development Center  
Gilbert School District  
Glendale Elementary School District  
Great Explorers  
Higley School District  
Kyrene School District  
Maricopa County Community College District  
Maricopa County Regional School District  
Mesa Unified School District  
Nadaburg School District  
Queen Creek School District  
Scottsdale Unified School District  
St Scholastica  
Tempe Elementary School District  
Tempe Union High School District  
Tutor Time Learning Center  
WestEd  
Year-Up

### State & Federal Agencies

Arizona Attorney General's Office  
Arizona Dept of Administration  
Arizona Dept of Economic Security  
Arizona Dept of Education  
Arizona Dept of Health Services  
Arizona Dept of Housing  
US Dept of Health & Human Services  
US Dept of Housing & Urban Development

### Additional Partners

Arizona Diversity Business Development Center, Inc.  
Arizona Public Service (APS)  
AZ School Meals LLC  
Guadalupe Community Development Corporation  
Madison Heights  
Mesa Broadway Property Limited Partnership  
Newtown Community Development Corporation  
Orchard Estates Apartments Limited Partnership



# Contact the Human Services Department

**Visit our website at: [www.hsd.maricopa.gov](http://www.hsd.maricopa.gov)**

<b>Office of the Director</b>	234 N. Central Avenue, 3 <sup>rd</sup> Floor Phoenix, AZ 85004	602-506-5911
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<b>Administration, Policy, and Planning Division</b>	234 N. Central Avenue, 3 <sup>rd</sup> Floor Phoenix, AZ 85004	602-506-5911
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<b>Community Services Division</b>	234 N. Central Avenue, 3 <sup>rd</sup> Floor Phoenix, AZ 85004	602-506-5911
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<b>Housing and Community Development Division</b>	234 N. Central Avenue, 3 <sup>rd</sup> Floor Phoenix, AZ 85004	602-506-5911
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<b>Senior and Adult Services Division</b>	234 N. Central Avenue, 3 <sup>rd</sup> Floor Phoenix, AZ 85004	602-506-5911
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## **Early Education Division**

<b>Head Start, Early Head Start, &amp; Early Head Start Child Care Partnerships (for Enrollment)</b>	2150 S. Country Club Drive Mesa, AZ 85210	480-464-9669
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## **Workforce Development Division**

<b>ARIZONA@WORK Comprehensive Site - East</b>	735 N. Gilbert Road, Ste. 134 Gilbert, AZ 85234	602-372-9700
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<b>ARIZONA@WORK Comprehensive Site - West</b>	1840 N. 95th Avenue, Ste. 160 Phoenix, AZ 85037	602-372-4200
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## **Additional Contact Information**

<b>Area Agency on Aging - Senior Help Line</b>	602-264-4357 (HELP)
<b>Community Information and Referral Services</b>	2-1-1 OR 877-211-8661
<b>Fair Housing Hotline</b>	602-506-5911
<b>Maricopa County Community Action Programs</b>	Contact the direct service provider in your area